



# Astana Civil Service Hub

**PARTNERSHIP FOR CIVIL SERVICE EXCELLENCE**



# The Astana Civil Service Hub is an initiative of the Government of Kazakhstan and the United Nations Development Programme

On 15 March 2013, the representatives of 25 countries and 5 international organizations adopted the Declaration on the establishment of the Astana Civil Service Hub.

“We, the participants of the Founding Conference ... consider that the main goals of the Astana Civil Service Hub shall be as follows:

- to analyze current reforms of civil service in countries of the region;
- to strengthen cooperation and build the capacity of professional and expert networks;
- to create conditions and establish an institutional platform for continuous exchange of best practices;
- to implement joint programmes and projects;
- to improve the system of civil service and public service provision within the region.”

“... I have supported an initiative of creating a Regional Hub which can establish an efficient institutional base for continuous exchange of experience and knowledge on civil service.

We are intended to create all conditions for effective work of the secretariat and undertake efforts with partners to build up the Regional Hub's capacity.”

*Welcome address of  
Nursultan Nazarbayev,  
the First President of Kazakhstan - Elbasy  
to the participants of the Founding Conference  
of the Regional Hub of Civil Service in Astana,  
15 March 2013*

*Declaration of the Founding  
Conference of the Regional Hub of Civil  
Service, 15 March 2013*



## Mission

To assist in promoting civil service effectiveness by supporting the efforts of governments of the participating countries in building institutional and human capacity.



## The Hub's 3 main areas of activities



**Partnerships and  
Networking**



**Capacity Building  
and Peer-to-Peer  
Learning**



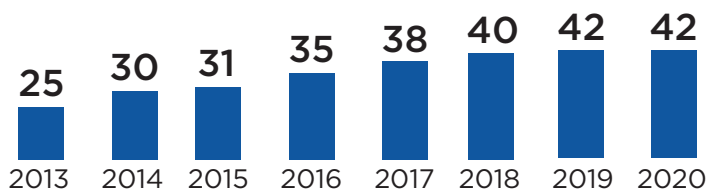
**Research and  
Knowledge  
Management**



# Participating Countries



Number of  
participating  
countries  
since 2013



# Demand-Driven Approach

The Hub's activities are demand-driven. To identify the participating countries' changing priorities, the Hub conducted four needs assessment studies in 2013, 2015, 2018, 2020 and 2021.

## Priority topics for research

### 2013

- Development of young talents and women
- Improved management in government authorities
- Performance evaluation of civil servants
- Effective human resource management

### 2015

- Effective human resource management
- Professionalism and ethics in the civil service
- Quality of public service delivery
- Effective assessment of civil and /or government organizations
- Motivation and compensation of civil servants
- Management of governmental organizations

### 2018

- Improving public service
- e-Government and the use of ICT
- Talent management and career development
- State bodies' performance appraisal
- Ethics and integrity

### 2020

- Innovative Solutions in the Public Sector
- Public Sector Response to the Pandemic and Its Implications
- Increasing Institutional Capacity in Crisis Management
- Remote Work in Civil Service
- E-government and the use of ICT in the Public Service Delivery

## Priority topics for capacity building

### 2013

- Strategic national planning
- Performance evaluation of civil servants
- Anti-corruption policies and integrity
- e-Government
- Management and performance evaluation
- Leadership in public administration and civil service
- Human resource Management in Civil service
- Management in government authorities

### 2015

- Effective human resource management
- Anti-corruption policy
- Professionalism and ethics in the civil service
- Motivation and compensation of civil servants
- Strategic state planning
- Effective assessment of civil servants and/or government organization
- Quality of public service delivery

### 2018

- Civil servants' performance appraisal systems
- Improving public service delivery
- e-Government and the use of ICT
- Competencies and skills for a high-performing public sector
- State bodies' performance appraisal system.

### 2020

- Local Government capacity building
- Innovative and effective HR strategies in civil service
- Anti-Corruption measures, ethics and integrity
- e-Government and the use of ICT in the public service delivery
- Remote work in civil service
- Recruitment and retention of civil servants.

# Partnership and Networking

The Hub has established partnerships with more than **80 institutional partners** from different parts of the world, which are rich in applied knowledge and expertise in civil service reform.

Thus, the global outreach of the Hub is reinforced through the cooperation with the OECD Secretariat and programmes, the American Society for Public Administration (ASPA), the Asian Association for Public Administration (AAPA), the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee), the International Public Management Association for Human Resources (IPMA-HR) and the Regional School of Public Administration (ReSPA).



The Hub is now a member of the Effective Institutions Platform, an alliance of over 60 countries and organisations that support country-led and evidence-based policy dialogue, knowledge sharing and peer learning on public sector management and institutional reform, jointly supported by the OECD and UNDP Secretariats.

The Hub has signed over 44 Memoranda of Understanding with leading universities and academies, that offer unique public administration and public policy programmes.

The Hub had successfully collaborated with the UNDP Global Centre for Public Service Excellence in Singapore. Together with the Singapore Centre, the Hub conducted joint research projects, produced knowledge products, thematic papers, case studies, etc.



UNDP is the main partner of the Astana Hub in implementation of its mission.

The Hub's activity is an example of a broad partnership between governments and the UN to achieve the Sustainable Development Goals, in particular, SDG 16 and SDG 17.

The Hub actively cooperates with various UN structures: UN Women, UN Office for South-South Cooperation, the UN Department of Economic and Social Affairs and the UN Public Administration Network, etc.

# Networking and Partnership Building

Over 80 institutional partners among international organisations, research centers, and universities all over the world



## Roster of Experts

To provide expert advice to civil servants of the participating countries, the Hub has created a roster of experts from:

- research institutions and universities
- international organisations
- civil service professional associations



More than  
**130**  
experts as  
of now

The experts can be reached through the Hub. The full list of experts is available at the Hub's website <http://www.astanacivilservicehub.org/>



# Capacity Building and Peer-to-Peer Learning

Learning and capacity building of civil servants are at the core of services provided by the Hub.

Since 2013, the Hub has delivered



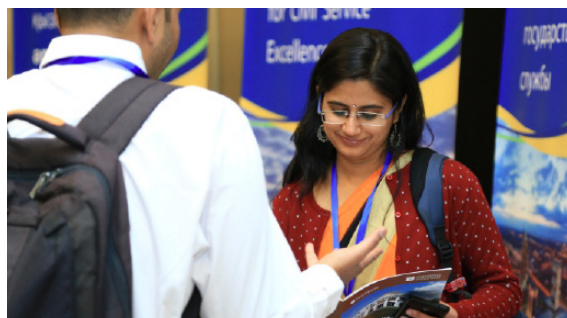
over  
**140**

capacity building seminars, conferences and study visits



for around  
**8043**

civil service practitioners, academicians, experts, etc.

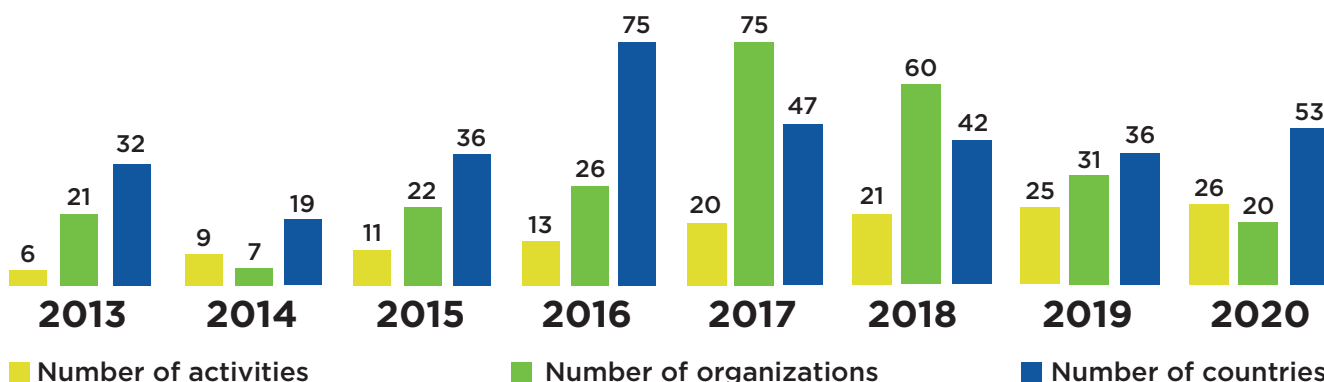
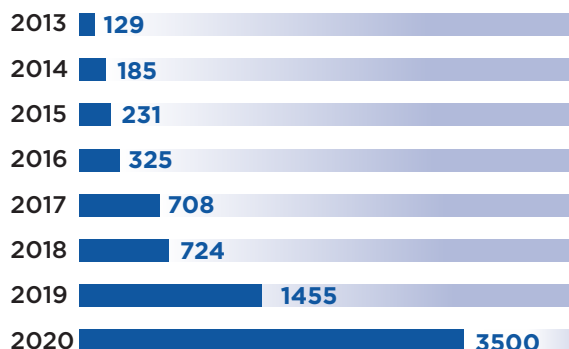


from  
**125**  
countries



and  
**110**  
organizations

## Number of participants by year



# Contribution to Peer-to-Peer Learning



As part of its capacity building pillar, the Astana Hub successfully promotes training and experience-sharing initiatives based on the “peer to peer” (P2P) principle. These initiatives are implemented through launching **P2P Learning Alliances**. The Alliances activities adhere to the P2P Learning Guide, developed by the Effective Institutions Platform (EIP), the Secretariat of which is hosted by the OECD.

## P2P approach is a knowledge sharing mechanism that

- enables practitioners with similar socio-economic backgrounds and contexts to find common challenges and best solutions in reforming their civil service
- enhances cooperation through joint activities, regularly sharing knowledge, experiences and ideas.

## P2P Learning Alliances

### P2P Alliance on One-Stop-Shop Public Service Delivery

**Launched** in May 2016

**Countries involved:**

Azerbaijan, Georgia and Kazakhstan

**Outcomes:** The Alliance has published three case studies on the “One-Stop-Shop” principle of public service delivery and conducted a number of workshops.

### P2P Alliance on e-Government development

**Launched** in June 2018

**Countries involved:**

Azerbaijan, Armenia, Estonia, Georgia, Kazakhstan, Kyrgyzstan, and Uzbekistan

**Outcomes:** Three workshops were conducted and one case study was published. It is also planned to issue case studies and conduct activities on the P2P principle.

### P2P Alliance on Transformation and Innovations in Governance

**Launched** in June 2019

**Countries involved:**

Azerbaijan, Armenia, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Ukraine, as well as international experts from AAPA and Oslo Governance Centre, UNDP

**Expected outcomes:** Study tours, workshop are going to be organized.

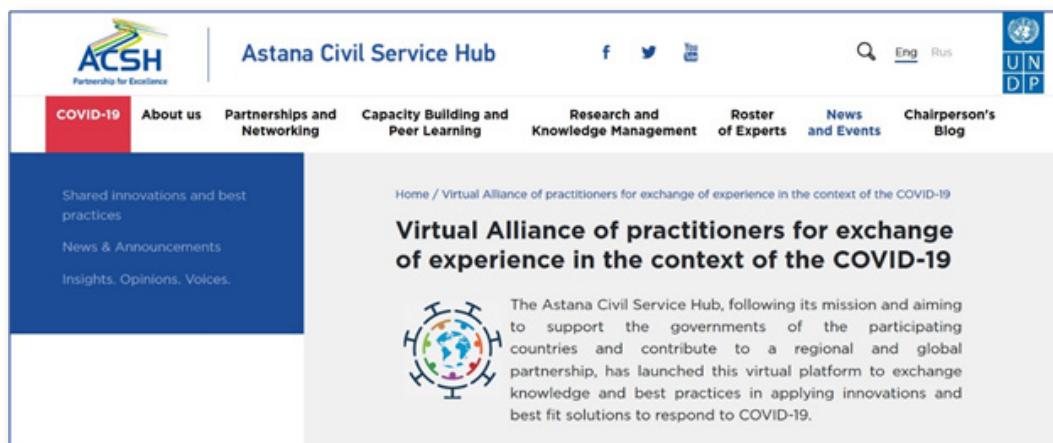
The Astana hub has been twice elected as a member of the EIP Advisory Group (2017 and 2019) to provide advice to the EIP Co-Chairs and the Secretariat on strategic direction.

# COVID-19. Virtual Alliance of practitioners for exchange of experience in the context of the coronavirus pandemic

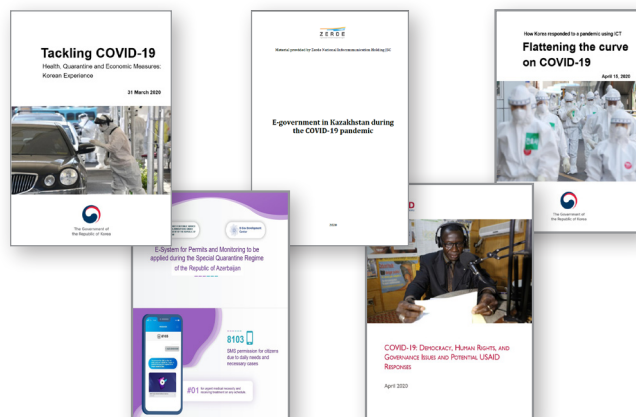
The **Virtual Alliance** of practitioners was created with the onset of the COVID-19 pandemic, when it became impossible to hold off-line meetings, with the aim of assisting governments of the countries through the exchange of experience and dissemination of best solutions.

The Virtual Alliance is a digital platform, accumulating existing research, innovative solutions and technologies of the participating countries and partners of the ACSH.

The platform contains more than **40 practical materials and useful resources** reflecting the experience of a number of countries and international organizations in the fight against COVID-19 in the field of public administration, provision of government services, education, medicine and economy.



## More than 20 innovative and practical cases against the COVID-19



## News, announcements and articles in the context of the COVID-19



**The ACSH has conducted over 30 virtual capacity building events, in which over 4000 civil servants, scholars, and experts from 62 countries have taken part. Some of them:**

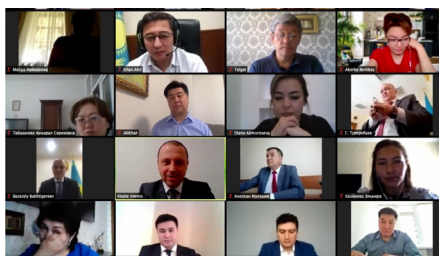


- Online Conference on “HR Development through e-Learning: Experience of the Countries” organized jointly with the Ministry of Personnel Management of the Republic of Korea, the Agency of the Republic of Kazakhstan for Civil Service Affairs and HR Association Qazaqstan, 28 June 2021.
- Panel session on “Rethinking Leadership in Public Administration: Challenges and Prospects for the Post-Soviet Countries” within the framework of the Annual Conference of American Society for Public Administration (ASPA), 9 April 2021.



- Online conference on “Achievements and Challenges in the Development of e-Government in the Countries of the Region in the Context of the UN E-government Survey” organized jointly with the Ministry of Digital Development, Innovation and Aerospace Industry of the RK, the UN Department of Economic and Social Affairs and the JSC “National Infocommunication Holding “Zerde”, 23 October 2020.

- Webinar on “Rapid Response to COVID-19 crisis: Whole-of-country Approach to Unlocking and Recovery” jointly with the Whiteshield Partners, 8 October 2020.
- Online workshop “Governments’ Crisis Communications During the Pandemic” with the UNDP, 17 September 2020.
- Panel session on “Digital Practices and Solutions to Respond to the COVID-19 Induced Challenges in Governance” within the e-Conference of the International Institute of Administrative Sciences (IIAS), 24 June 2020.



- Online workshop on upgrading digital and communication skills during the remote work for 1000 civil servants of the central and local executive bodies of Kazakhstan, arranged jointly with the UNDP, Academy of Public Administration under the President of RK, June 2020.
- Online five-month training program “HR Workshop: HR Trends and Practical Skills” together with the Agency for Civil Service Affairs of Kazakhstan, 23 May – 24 October 2020.

With the support of ACSH the akimat of Turkestan introduced convenient for the public an online system of registration of entry, exit and movement of citizens in the city during the quarantine period, the system is designed by analogy of Azerbaijan, 23 April 2020.





# Training and scholarship programmes

Since 2015, the Government of Kazakhstan has allocated **21 scholarships** for civil servants of the Hub's participating countries to attend Masters degree programmes at the Academy of Public Administration of Kazakhstan (APA).



Scholarships were granted to civil servants from Azerbaijan, Afghanistan, Kyrgyzstan, Mongolia and Tajikistan.



In accordance with the MoU signed between the Ministry of Foreign Affairs of Kazakhstan, the APA and the ACSH, **2 scholarships** are granted annually to diplomats of the Hub's participating countries to study at the APA.



As of today, **10 diplomats** from Mongolia, Kazakhstan, Tajikistan, Turkey, Ukraine have received scholarships.

In 2020, the number of scholarships has been expanded to meet the growing demands of the countries of the region.



As a result, **11 scholarships** have been granted to civil servants and diplomats from Afghanistan, Maldives, and Tajikistan

The ACSH supports training of civil servants of the participating countries at the short-term courses at the APA.



In 2018-2019, **3 civil servants** from the Republic of North Macedonia and Brazil were trained.

## Annual Conferences

The Astana Hub organizes annual conferences to develop and strengthen partnerships among its participating countries. Annually government officials, leading experts, practitioners and researchers from over 42 countries come together to exchange knowledge and experience on public service issues, share the best solutions and build networks.



H.E. Mr. Larbi Djacta, UN Under-Secretary-General and Chairman of UN International Civil Service Commission. ACSH Annual Conference “Values, Trust and Technology in the Public Sector”, June 2019, Nur-Sultan, Kazakhstan

## The Astana Hub held events



An international conference **“Capacity Development during Public Administration Reforms”** organized jointly with Civil Service Commission under the President of the Republic of Azerbaijan, Baku, 2015



Brainstorming session **“Strategic foresight: shaping the future of a public servant in 2030”** organized jointly with the UNDP Global Center for Public Service Excellence (Singapore), Nur-Sultan, Kazakhstan, 2015



Workshop on **“Strengthening Bilateral and Multilateral Diplomacy in the context of the Sustainable Development Goals”** organised jointly with Kazakhstan Government and UNDP for civil servants and diplomats of 45 African countries in Addis Ababa, Ethiopia, 2016



Workshop **“Effective Matchmaking for Public Service Innovations”** organized jointly with the South-South Network for Public Service Innovation (SSN4PSI) within the ACSH Annual Conference, 2018

## Events in various regions



The Astana Hub annually holds sessions on public service issues within the Astana Economic Forum



ACSH panel session on “Reward and Recognition: how to motivate public servants in the 21st century” within Astana Economic Forum 2019, Kazakhstan



Workshop “**Building Capacities of Training Institutes of Public Administration to Implement the 2030 Agenda and Attain the SDGs**”, organized jointly by the UN DESA, UNDP, Academy of Public Administration under the President of the Republic of Kazakhstan and “Government for Citizens” Public Corporation” NJSC, Almaty, 2019



Workshop on “**Current Trends In e-Government Development**” organized jointly with the Academy of Public Administration under the President of the Republic of Uzbekistan, as part of the visits to the agency of State Services and PSC in Tashkent, 2019



Global online conference “**HRM in Civil Service amid COVID-19: Best Practices and Solutions**” jointly with the Ministry of Personnel Management of the Republic of Korea and Agency for Civil Service Affairs of Kazakhstan, 2020



Five-week training course on “**Digital Transformation of Public Administration**” for Vice Ministers of the Republic of Kazakhstan, developed by the e-Governance Academy of Estonia and with the support of the UNDP, Holding “Zerde” and Ministry of Digital Development, Innovation and Aerospace Industry of Kazakhstan, 2021



## Joint Activities with the OECD

- In 2014, the OECD co-financed a round table in Baku devoted to effective public service delivery.
- In 2014-2017, the OECD co-organised a number of workshops on independent state apparatus for executive secretaries and heads of regional mayors' administrations in Astana.
- In January 2017, the representatives of the Hub's participating countries visited the OECD headquarters to discuss cooperation on improvement of civil service systems in the participating countries.
- In June 2017, the OECD Anti-Corruption Network, UNDP, and the Civil Service Bureau of Georgia jointly with the Hub organised a conference on "Assessing the Implementation and Effectiveness of Systems for Disclosing Interests and Assets by Public Officials" in Tbilisi.
- In 2018, the OECD, the Astana Hub and the Agency for Civil Service Affairs and Anti-corruption of Kazakhstan completed a comparative study on "Benchmarking Civil Service Reform in Kazakhstan".



**OECD Directorate for Public Governance and Territorial Development and the Astana Hub exchanged documents on cooperation on civil servants' capacity enhancement and extension of OECD public governance standards and principles to the countries of the region via the Astana Hub platform.**



# The Astana Hub's first conference at the World Government Summit in Dubai

The Astana Hub held a conference “Civil Service in the Post-Soviet countries: Challenges, Prospects and Benchmarking” within the World Government Summit (WGS), which took place in Dubai on 10-12 February 2019.

The Conference brought together high-ranked government officials, leading international experts and researchers from more than 20 countries.



The participants discussed the reforms in post-soviet countries, as well as the modern trends and innovations in public administration.

The representatives of Armenia, Georgia, Kazakhstan, Korea, Kyrgyzstan, the Republic of North Macedonia, Moldova, Tajikistan, Ukraine, the UAE, the USA and Uzbekistan presented civil service reforms and best practices of their countries.

# Selected activities with partners



ACSH panel session «Modern Trends and Challenges of Public Service in Post-Soviet and transition countries» within the ASPA Annual Conference, Washington D.C., USA



AAPA Annual Conference «New Challenges for Public Administration and Governance in Asia: Harnessing opportunities in the context of Sustainable Development Goals (SDGs)», Nur-Sultan, Kazakhstan

- Azerbaijan, Bosnia and Herzegovina, China, Estonia, Georgia, Macedonia, Kazakhstan, Korea, Kyrgyzstan, Thailand and Uzbekistan co-hosted joint activities with the Astana Hub.
- **The American Society for Public Administration (ASPA)** is actively involved and co-finances the Hub's activities. In 2017, 2018 and 2019 in the USA, the Astana Hub hosted panel sessions on civil service reforms of the Hub's participating countries within the ASPA's Annual Conference, as part of a memorandum of cooperation.
- **Asian Association of Public Administration (AAPA)** jointly with the Hub and the Academy of Public Administration under the President of the Republic of Kazakhstan conducted the AAPA Annual Conference in 2017. The conference brought together over 120 scholars and practitioners from Asian countries to discuss new challenges and innovative approaches in public administration.
- In 2015, the **China National Academy of Governance** co-organised a workshop in Beijing for civil servants of the Shanghai Cooperation Organisation countries involved in the Astana Hub.
- In 2015, the **UNDP Global Centre for Public Service Excellence in Singapore (GCPSE)** co-organised a brainstorming session on "Strategic Foresight: shaping the future of civil servants for 2030".
- In 2017 and 2019, the Astana Hub organized panel sessions on public service reforms within the Annual Conference of the **Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee)**.

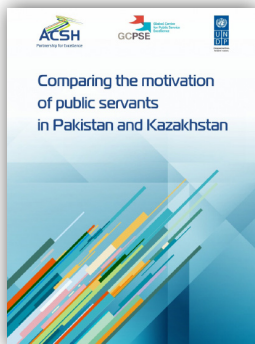
# Research and Knowledge Management

The Astana Civil Service Hub views research and knowledge management as an important pillar of its activities. The Hub aspires to serve as a knowledge network or broker, and map, draw upon and, where gaps exist, carry out applied research and analysis on civil service development and professionalisation.

The Hub has produced over **40** knowledge products: case studies, journals, research papers, publications. They are open to the public and accessible at the Hub's website [www.astanacivilservicehub.org](http://www.astanacivilservicehub.org)

## Main research papers

- **Global and Regional Trends in Civil Service Development** is the flagship research project of the Hub. It is a large-scale review of strategies, policies and programmes deployed across numerous civil service systems around the world. The publication serves as a resource guide to policy makers and practitioners on contemporary development and future trends in civil service transformation.
- Another flagship project is the comparative study **“Benchmarking Civil Service Reform in Kazakhstan”** conducted jointly by the ACSH, OECD and the Agency of Civil Service Affairs and Anti-Corruption of Kazakhstan in 2016-2018. It is the first and unique research that compares Kazakhstan's Human Resource Management practices against those of OECD countries.

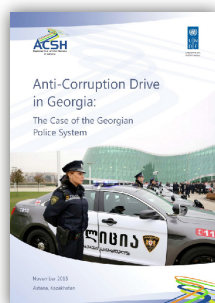
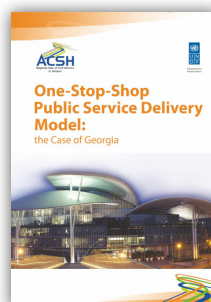
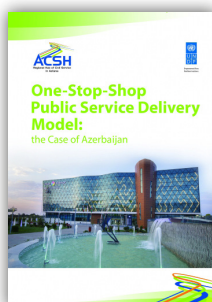
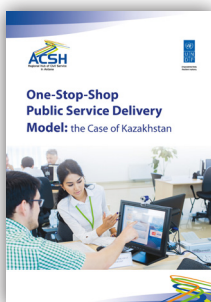


- Three studies on the **Motivation of Public Servants in Kazakhstan, Pakistan and comparison between Kazakhstan and Pakistan** address motivation-related issues in the civil services of the two countries.



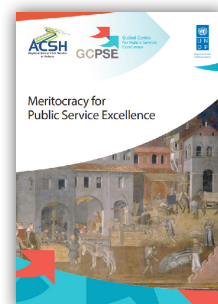
# Case Study

- The Hub has produced publications on successful civil service reforms of participating countries. Within the Peer-to-Peer Learning Alliance of Azerbaijan, Georgia and Kazakhstan on public service delivery, the Astana Hub published **three case studies on the One-Stop-Shop model**. The case studies evaluate the measures taken by three countries to enhance the quality of public service delivery through the concept of a “single window” and provide recommendations for further improvement.



The case study **“Anti-Corruption Drive in Georgia: The Case of the Georgian Police System”** describes the efforts and initiatives of the Georgian Government, which transformed the Georgian Police Force into one of the most corruption-free institution in Georgia today. Georgia has proven that success can be achieved in a relatively short period of time, given the existence of a strong political will and concerted efforts orchestrated and coordinated by the Government.

Jointly with the former UNDP Global Center for Public Service Excellence (Singapore) the Hub has published the discussion paper **“Meritocracy for Public Service Excellence”**. The publication shows the benefits of meritocracy in the civil service for increasing economic growth and reducing corruption. It also looks more closely at some of the challenges of implementing meritocracy in the civil service and factors that interact with it.



A case study on **“Smart Government: Case of Azerbaijan”** has been elaborated by the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan and ACSH. It describes new trends in the development and digitalization of e-government, as well as the stages of the transition from e-government to smart government.



# Knowledge Products

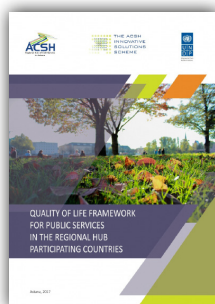
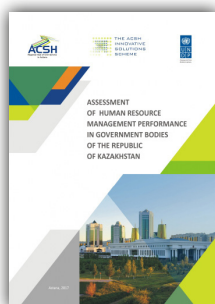


«**Methodological recommendations on conducting interviews with candidates for the position the civil service**» has been jointly developed by the ACSH and HR Association. It provides a structured method of interview, involving the collection of information on the key competencies required for the work of the civil servant.

A case study on «**Communication solutions as a way to enhance trust in the police. The Case of Georgia**» defines the basic tools and principles of state communication that contribute to the effective interaction of the police and society through the study of advanced solutions.

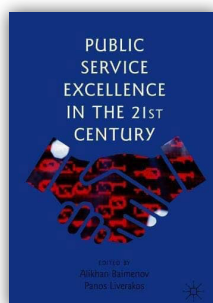
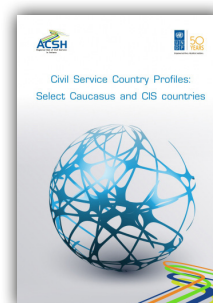


## 3 case studies were published as a result of the 2015 Innovative Solutions Scheme:



- “Quality of Life Framework for Public Services in the Hub Participating Countries”
- “Regulatory Impact assessment: Kazakhstan and World practices”
- “Assessment of HR Management in Government Bodies of the Republic of Kazakhstan”

The Hub has also produced **9 country profiles**. Each profile contains basic statistical information about the country, i.e. area, population, GDP, GNI per capita, HDI, life expectancy at birth and mean years of schooling. It also contains indicators on quality of public service for the past 5-year period, as measured through indices for government effectiveness, regulatory quality, rule of law and control of corruption.



The book “**Public Service Excellence in the 21st Century**” combines academic wisdom and practitioners’ insights to critically examine the challenges faced by civil service systems in the 21st Century. It evaluates what types of civil servants are needed to tackle critical issues such as rapidly ageing populations, increased urbanisation, environmental degradation, swift technological advancement, and globalisation of the market place in the social and economic realm of the 21st Century. The book is available at [Amazon](https://www.amazon.com/dp/1107061111) and [Palgrave Macmillan](https://www.palgrave.com/9781107061111) websites.

# International Journal of Civil Service Reform and Practice

The Astana Hub periodically publishes the International Journal of Civil Service Reform and Practice - a practitioner oriented, peer-reviewed, open access journal.

The Journal aims to provide access to global knowledge on civil service reform theory and practice, public sector human resources management and development, public service delivery, ethics and anticorruption practices to the CIS, Central Asia, the Caucasus and other Hub’s participating countries by publishing high quality papers based on original and novel research in the field.



**A practitioner-oriented, peer-reviewed,  
open access journal**



**The Journal has published 90 articles by  
authors from 29 countries and 8 international  
organizations to date**



# Innovative Solutions Scheme

In 2015, the Astana Hub launched an Innovative Solutions Scheme with the purpose to identify the most effective innovative solutions in public service delivery.

## 2015 Scheme outcomes

### Themes:

- Enhancing Service Delivery in Public Education
- Innovative Methods of Protecting Meritocratic Principles in Selection and Promotion Processes of Civil Servants.

### Applications:

- **21 applications** from **9 countries**

### Winners:

- National Anticorruption Centre (Moldova)  
Project “Integrity Testing Mechanism of Civil Servants”
- Ulster University (United Kingdom)  
Project “Quality of Life Framework for Public Services in the Hub Participating Countries”
- Centre of Scientific Economic Expertise (Kazakhstan)  
Project “Regulatory impact assessment: Kazakhstan and world practices”

## 2018 Scheme outcomes

### Theme:

- Digital Government Innovations

### Applications:

- **46 applications** from **17 countries**

### Winners:

- IMD World Competitiveness Centre (Switzerland)  
Project “Blockchain: an innovative solution for smart governments”
- Digital Solutions Ltd. (Kazakhstan)  
Project “E-Practicum: online platform for practical knowledge”

# What Partners Say about the Hub

In 2014, the UN Office for South-South Cooperation awarded the Hub with a special prize for the strengthening of regional and interregional cooperation.

In 2016, the High-Level Committee of the UN General Assembly praised the work of the Astana Hub and recommended spreading the Hub model across all regions as a successful example of multilateral cooperation.



«The Hub has become a unique global platform for the exchange of experience and knowledge in the field of civil service. The initiative of the Government of Kazakhstan and UNDP in the creation of a multilateral platform that has no analogues in the world, is relevant and important».

*H.E. Mr. Larbi Djacta,  
UN Under-Secretary-General,  
Chairman of UN International Civil  
Service Commission*



“In recent years the Astana Civil Service Hub became an international platform of excellence for knowledge sharing, capacity development and networking. UNDP is committed to further support to this important initiative”.

*Mirjana Spoljaric Egger,  
UN Assistant Secretary-General,  
UNDP Assistant Administrator and  
Director of the Regional Bureau for Europe and the CIS*



“OECD is honored to be a strategic partner and one of the founding members of the Regional Hub. We are very proud that this Hub is becoming a respected multilateral platform for the exchange of knowledge and experience in the field of public service excellence”.

*Marcos Bonturi,  
Director for Public Governance, Organisation for Economic  
Cooperation and Development*



“The Hub has proved its relevance already, but my point is that its relevance will only increase as we go forward and as we make our efforts towards implementation of SDGs and certainly from UNDP’s perspective, we see the Hub as one of the prime instruments that will rely upon to make a contribution towards SDGs”.

*Pedro Conceicao,  
Director of the Human Development  
Report Office at the UNDP*



“The Hub’s mandate is not only in promoting the civil service in the region, but also in other parts of the world. The Hub puts much effort in creating the network of experts and advocating for research and development of good practices in public administration.”

*Pan Suk Kim,  
Former Minister of Personnel Management of the  
Republic of Korea, Professor of Public Administration, Yonsei University*



“Thanks to the Astana Hub, civil servants of Georgia have a chance to visit various countries to exchange experience, and, in turn, we are happy to receive guests in Georgia. Jointly with the Hub we have conducted important research projects, organized study tours and conferences and intend to continue this work. The Hub has a clear vision for its further development. We strongly believe that all our intentions to improve civil service reforms will come true”.

*Catherine Kardava,  
Head of the Civil Service Bureau of Georgia*



“ASPA has been in partnership with the Astana Hub since its inception. We have successfully arranged joint events and produced research publications on public administration issues. I am honored to be the member of the Steering Committee and the Editorial Board of the Hub’s Journal. I believe, jointly we can contribute to the civil service excellence.”.

*William P. Shields,  
Executive Director of the  
American Society for Public Administration*



“The State Personnel Service of the Kyrgyz Republic was at the origin of the creation of the Hub. During this period, the Hub has become an interregional dialogue platform providing opportunities to share global trends in public administration and exchange experience in reforming and improving the efficiency of both government agencies and the civil service system of our countries. In my opinion, the role of the Hub in improving the professionalization of civil service is invaluable”..

*Bakytbek Sagynbaev,  
Acting Director of the State Personnel Service  
of the Kyrgyz Republic, State Secretary of the  
State Personnel Service of the Kyzgyz Republic*



## Notes

[illegible]



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